

CAREER GUIDE FOR SALES MANAGER

SOC Code: 11-2022

Pay Band(s): 3,4 and 5 ([Salary Structure](#))

Standard Occupational Description: Direct the actual distribution or movement of a product or service to the customer. Coordinate sales distribution by establishing sales territories, quotas, and goals and establish training programs for sales representatives. Analyze sales statistics gathered by staff to determine sales potential and inventory requirements and monitor the preferences of customers.

Sales Manager positions in the Commonwealth are assigned to the following Roles in the [Retail Operations Career Group](#):

[Retail Manager I](#)

[Retail Manager II](#)

[Retail Manager III](#)

While Sales Managers within the Commonwealth are all located within the Retail Operations Career Group, individuals may want to pursue other opportunities within the Commonwealth depending upon individual training, education, knowledge, skills, abilities, and interests.

Other Career Group(s) that may be of interest are:

[General Administration](#)

[Stores and Warehousing Operations](#)

[Procurement](#)

SKILLS, KNOWLEDGE, ABILITIES AND TASKS

(Technical and Functional Expertise)

Skills

Note: The technical and functional skills listed below are based on general occupational qualifications for Sales Managers commonly recognized by most employers. Typically, you will not be required to have all of the skills listed to be a successful performer. Recruitment and selection standards for an individual state job must be based on the specific knowledge, skills, and abilities for that job as indicated in the job announcement and job description in the Employee Work Profile.

1. Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
2. Talking to others to convey information effectively.
3. Using mathematics to solve problems.
4. Managing one's own time and the time of others.
5. Actively looking for ways to help people.
6. Persuading others to change their minds or behavior.
7. Being aware of others' reactions and understanding why they react as they do.
8. Understanding written sentences and paragraphs in work related documents.
9. Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

10. Understanding the implications of new information for both current and future problem-solving and decision-making.

Knowledge

Note: The technical and functional knowledge statements listed below are based on general occupational qualifications for Sales Managers commonly recognized by most employers. Typically, you will not be required to have all of the knowledge listed to be a successful performer. Recruitment and selection standards for an individual state job must be based on the specific knowledge, skills, and abilities for that job as indicated in the job announcement and job description in the Employee Work Profile.

The Knowledge of:

1. Arithmetic, algebra, geometry, calculus, statistics, and their applications.
2. Principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
3. Circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.
4. Structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
5. Principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
6. Business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

Abilities

Note: The technical and functional abilities listed below are based on general occupational qualifications for Sales Manager commonly recognized by most employers. Typically, you will not be required to have all of the abilities listed to be a successful performer. Recruitment and selection standards for an individual state job must be based on the specific knowledge, skills, and abilities for that job as indicated in the job announcement and job description in the Employee Work Profile.

The Ability to:

1. Communicate information and ideas in speaking so others will understand.
2. Listen to and understand information and ideas presented through spoken words and sentences.
3. Speak clearly so others can understand you.
4. Identify and understand the speech of another person.
5. Read and understand information and ideas presented in writing.
6. Tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
7. Come up with unusual or clever ideas about a given topic or situation, or to develop creative ways to solve a problem.
8. Arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
9. Combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
10. Apply general rules to specific problems to produce answers that make sense.

Tasks

Note: The following is a list of sample tasks typically performed by Sales Manager. Employees in this occupation will not necessarily perform all of the tasks listed.

1. Resolve customer complaints regarding sales and service.
2. Monitor customer preferences to determine focus of sales efforts.
3. Direct and coordinate activities involving sales of manufactured products, services, commodities, real estate or other subjects of sale.
4. Determine price schedules and discount rates.
5. Review operational records and reports to project sales and determine profitability.
6. Direct, coordinate, and review activities in sales and service accounting and record keeping, and in receiving and shipping operations.
7. Confer or consult with department heads to plan advertising services and to secure information on equipment and customer specifications.
8. Advise dealers and distributors on policies and operating procedures to ensure functional effectiveness of business.
9. Prepare budgets and approve budget expenditures.
10. Represent company at trade association meetings to promote products.

INTERESTED?

Like people, occupations have traits or characteristics. These characteristics give important clues about the nature of the work and work environment, and give you an opportunity to match your own personal interests to a specific occupation. When you choose a job in an occupation that matches your own interests you have taken an important step in planning a successful and rewarding career.

The Sales Manager occupation has **Enterprising** and **Conventional** characteristics.

Enterprising — Enterprising occupations frequently involve starting up and carrying out projects. These occupations can involve leading people and making many decisions. Sometimes they require risk taking and often deal with business.

Conventional — Conventional occupations frequently involve following set procedures and routines. These occupations can include working with data and details more than with ideas. Usually there is a clear line of authority to follow.

LICENSURE, REGISTRATION, OR CERTIFICATION REQUIREMENTS

Generally licensure is not required for Sales Manager positions in state government.

Some associations offer certification programs for sales managers. Certification—a sign of competence and achievement in this field—is particularly important in a competitive job market. While relatively few sales managers currently are certified, the number of managers who seek certification is expected to grow. For example, Sales and Marketing Executives International offers a management certification program based on education and job performance.

EDUCATIONAL, TRAINING, AND LEARNING OPPORTUNITIES

The Department of Labor provides the following information:

Sales managers direct a sales program. They assign sales territories, set goals, and establish training programs for the sales representatives. Managers advise the sales representatives on ways to improve their sales performance. In large, multi-product firms, they oversee regional and local sales managers and their staffs. Sales managers maintain contact with dealers and distributors. They analyze sales statistics gathered by their staffs to determine sales potential and inventory requirements and monitor the preferences of customers. Such information is vital to develop products and maximize profits.

A wide range of educational backgrounds is suitable for entry into sales managerial jobs. However, for sales management positions, some employers prefer a bachelor's or master's degree in business administration with an emphasis on marketing. Courses in business law, economics, accounting, finance, mathematics, and statistics are advantageous. In highly technical industries, such as computer and electronics manufacturing, a bachelor's degree in engineering or science, combined with a master's degree in business administration, is preferred.

Courses in management and completion of an internship while in school are highly recommended. Familiarity with word processing and database applications also is important for many positions. Computer skills are vital because marketing, product promotion, and advertising on the Internet are increasingly common. The ability to communicate in a foreign language may open up employment opportunities in many rapidly growing areas around the country, especially in cities with large Spanish-speaking populations.

The Virginia Department of Alcoholic Beverage Control (ABC) is a primary user of the Retail Managers. A college education with business management coursework is preferred by the ABC for retail managers, but is not required. Also experience as an assistant manager or manager in a retail environment such as convenience store, grocery store, department store is preferred, but not required.

The usual career path is part time (hourly) → Acting for Assistant Manager (hourly only) → Assistant Store Manager A or B (two levels) → Store Manager A, B (possibility of Remote Manager) or Dual Operation (three levels) → OJT Trainer → Regional Manager.

This career path is enhanced by the following:

- Acting as a Relief Assistant Manager is helpful in career development to become a Manager.
- Movement to more complex retail operations such as Managers A, B and Dual Operation (large scale retail and licensee operations) – based on store criteria of number of customers, number of items sold, total dollar sales and number of licensee bottles sold.
- Experienced and high performing managers have opportunity to remotely manage another store or to be trained to perform formal On-the-Job onsite training of a new store manager.

Agencies provide their own on-the job- training.

Examples of training offered by ABC for the Retail Manager I and II follow:

- High Performance Management Training (retail management skills, performance assessment, employment compliance (EEO, ADA, FMLA, VSDP, etc.).
- Formal On-the-Job training by the Manager or Regional Manager on site.
- Safety training to promote safe work practices is provided periodically.
- Educational reimbursement is available depending upon budgetary resources.

Examples of training offered by ABC for the Retail Manager III follow:

- Formal on-the-job training by an experienced Regional Manager for the initial period of employment.
- Assigned by the Assistant Director or Director to special retail committees.
- Educational reimbursement is available depending upon budgetary resources.

More information on career opportunities at the ABC is provided at <http://www.abc.state.va.us>.

Universities also have retail operations and offer career opportunities.

COMMONWEALTH COMPETENCIES

Competencies are a set of identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and the organization. Competencies can be observed and measured. When consistently demonstrated, competencies make employees particularly effective in their work. Competencies help lay out a road map to career success. You can use the Commonwealth Competencies to help improve your individual performance by adopting behaviors that make high performing employees successful in their jobs. In this way, you can use the Commonwealth Competencies for your further professional development.

The Commonwealth Competencies are:

1. Technical and Functional Expertise
2. Understanding the Business
3. Achieving Results
4. Serving the Customer
5. Teamwork
6. Interpersonal and Communication Skills
7. Leadership and Personal Effectiveness

The above competencies may be applied to employees throughout the Commonwealth of Virginia. They can be rank-ordered by agencies and hiring managers to represent the needs of a specific job. The rank ordering will change depending upon the occupation, an organization's priorities, the actual job requirements, and the supervisor's preferences.

Career success is both about what you do (applying your technical knowledge, skills, and ability) and how you do it (the consistent behaviors you demonstrate and choose to use) while interacting and communicating with others. Hopefully, by studying the Commonwealth

competencies, identifying your developmental opportunities, and working to refine your own competence, you can take charge of your career!

For additional information about the **Commonwealth Competencies** go to:

http://jobs.state.va.us/cc_planningctr.htm. For the competencies, we first list the competencies and then define each. Finally, we list competency indicators; to describe what successful performance looks like.

COMMONWEALTH CAREER PATH

Career opportunities in the Commonwealth are not limited to moving “up” to the next highest role and pay band, changing positions, or to becoming a supervisor. That’s because most roles describe a broad group of occupationally related positions that perform a range of work that requires increased knowledge and skills. For that reason, Commonwealth roles describe the career paths within the same or higher-level role for the same or different Career Group. The broad salary range and the Commonwealth’s pay practices provide flexibility in recognizing career development and advancement. ([Salary Structure](#))

For example: **Sales Manager**

PAY BAND	PRACTITIONER ROLES

PAY BAND	MANAGER ROLES
3	Retail Manager I
4	Retail Manager II
5	Retail Manager III

Sample Career Path

Retail Manager I

The Retail Manager I role provides a career track for managers of retail functions involving the management of a retail outlet to sell merchandise and services. Managers plan and direct retail operations, often delegate daily operational activities to subordinate supervisors and staff, and perform daily retail activities as needed. May manage one or more small remote retail outlets in addition to primary retail outlet.

Retail Manager II

The Retail Manager II role is for managers that plan and direct large-scale retail operations, delegate daily operational activities to subordinate supervisors and managers. May manage one or more remote retail outlets or a dual operation of a separate special purpose facility at the same location in addition to a primary retail outlet.

Retail Manager III

The Retail Manager III role provides a career track for managers performing administrative and managerial duties in directing a multi-facility retail outlet operations in colleges or universities; or in directing a number of regionally dispersed and statewide remote small to large-scale retail outlets or a dual operation of a separate special purpose retail outlet at the same location in

addition to a primary retail outlet. Duties range from planning and directing to recommending opening, relocating or updating outlets, to applying and maintaining policies and procedures.

ADDITIONAL OCCUPATIONAL INFORMATION CAN BE FOUND AT:

O*NET (Occupational Information Network)

http://online.onetcenter.org/gen_search_page

Virginia Employment Commission

<http://www.alex.vec.state.va.us/>

Career One Stop

<http://www.careeronestop.org/>

Virginia Career Resource Network <http://www.vacrn.net/>